

## WHAT'S NEW



## Columbia route approaches 75th

As a car meanders through a winding section of the Historic Columbia River Highway, plans are taking shape to celebrate the famed roadway's 75th anniversary. A June 15-16 celebration promises to repeat much of the pomp and circumstance of the 1916 dedication ceremonies. An antique car rally, photo contests and an Oregon Public Broadcasting video will highlight "America's Greatest Boulevard."

See story, page 4.

## Lewis becomes financial chief

Tony Lewis of the Oregon Housing Agency has been selected as ODOT's assistant director for finance, according to ODOT Director Bob



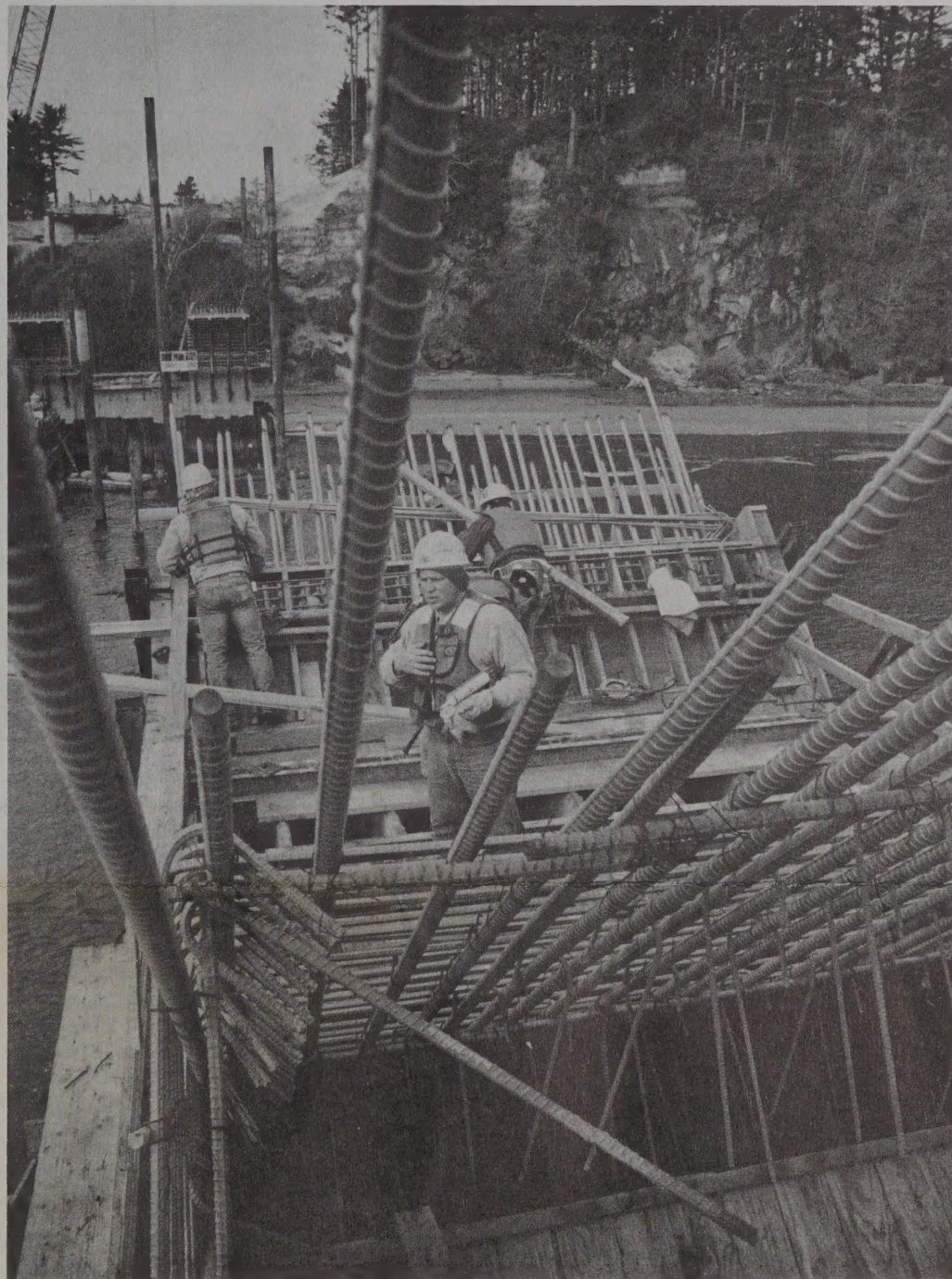
Lewis

Bothman. Lewis starts the new position Jan. 7.

Lewis, 37, comes from the Oregon Housing Agency, where he served as controller and Administrative Operations Division manager for one year. He also was finance and accounting manager for Tektronix, Inc., Beaverton, for the previous four-and-a-half years.

In his new role as head of ODOT's Finance Branch, Lewis will be in charge of Transportation Accounting Services, Revenue and Forecasting, Budget, and Financial Analysis. Those work units were consolidated under a reorganization of the Central Services Division, a Salem-based collection of work units that service ODOT's operating divisions.

A resident of Beaverton, Lewis has master's degrees in finance and accounting from Roosevelt University, Chicago, and is an adjunct professor of accounting at Portland State University and Portland Community College.



## Winter, wind and sea

Steel rebar protrudes from one of the Y-shaped column legs on the replacement Alsea Bay Bridge, Waldport. The stormy, cool coastal weather hasn't slowed work on the bridge, with short breaks at Christmas and New Year's Day.

"If you watch from the old bridge, you will find that the workers are a dedicated, persistent group," said Phil Rabb, project manager, Highway Division. The south approach spans were expected to be completed in December, with erection of the main steel arch expected in early 1991, he said.

## Strategists brace for fuel shortage

Iraq's invasion of Kuwait has led to fears of an impending fuel shortage, and transportation planners are drafting an ODOT Energy Emergency Management Plan in case that becomes a reality.

Even before the Middle East crisis, the Oregon Department of Energy had begun revising its Oregon Petroleum Contingency Plan, developed during the energy shortage of the 1970s and early 1980s. ODOT was asked to support the state effort with a plan of its own. ODOT's Energy Emergency Management Plan aims "...to effectively serve the public by providing timely information, facilitating alternative transportation modes and preserving critical transportation links."

The department must coordinate and manage Oregon's response to an energy crisis, according to Jack Svadlenak, ODOT Strategic Planning. Svadlenak, who wrote the plan, is developing a coordinated response to fuel shortages by working with ODOT's managers, and transportation, public affairs and energy experts.

"If things get bad, it will end up

affecting us all," Svadlenak said. "But, if we plan ahead, we all can pitch in to minimize the impacts on ODOT and the public."

The draft Energy Emergency Management Plan, reviewed by the ODOT Management Team, will be submitted to the Transportation Commission at an upcoming meeting, he said.

In case of a shortage, the plan would be implemented by an ODOT Energy Emergency Management Team, composed of public affairs, public transit and highway maintenance representatives. A DMV representative also may be designated by the ODOT Management Team. "DMV is seen as a key player in helping to educate the public through its many offices statewide," he said.

On the team, the deputy state highway engineer will act as liaison with the Governor's Office and the Oregon Department of Energy (ODOE). ODOT's public affairs manager will work with ODOE to distribute information to the news media, local governments and the public. The Public Transit Division

administrator will lead the committee's efforts to promote ridesharing and public transportation use by ODOT employees and the public.

ODOT's response will be divided into four phases—crisis preparation, voluntary measures, emergency measures, and long-term measures. Each phase will include:

- Information gathering and distribution, to help managers make informed decisions, prepare ODOT for the next phase and help the public make better transportation decisions;
- Transportation facilitation, to help consumers save fuel and ensure that people and products keep moving on Oregon's transportation systems; and
- Maintenance of ODOT facilities and operations, to keep transportation facilities open and safe for the public, minimize ODOT fuel use and minimize the effects a fuel crisis has on ODOT operations.

What Svadlenak considers the most important of the emergency plan's four phases—crisis preparation—is already

See CONSERVATION, Page 4



## DIRECTOR'S COLUMN

# Whole greater than sum of our parts

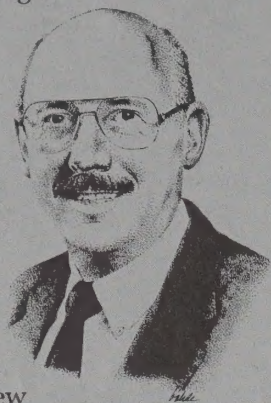
By **BOB BOTHMAN**  
ODOT Director

In their book "Leaders," Warren Bennis and Burt Nanus suggest that true leaders articulate an organization's vision and empower people within an organization to get things done. That vision must be owned by all in an organization. Without that happening, an organization's integrity suffers.

Our organization has firmly established its goals for the first time, with a clearly defined vision, mission and values. Strategies and objectives, created over the past year, are helping us stay on track.

Now it's time for each of us in ODOT to take a minute from our busy schedules to lay out our professional objectives for the new year. Our division administrators and others on the ODOT Management Team have done just that. By evaluating our performance in 1990 and setting expectations for 1991, we have set our bearings. It's time to celebrate the change we've made and endured, and strengthen our resolve to better our organization's leadership and Oregon's transportation system.

For me, the positives we experienced in



1990 far outweigh the negatives. Obviously, there have been some downers this past year—the Equipment and Services investigation in particular—but I believe the individuals involved have been strengthened by those problems. As an organization, we have grown stronger from those down times. I firmly believe that each of us don't really have the option of standing still, but either have to walk forward or fall behind. So it's necessary for us

***It's time to celebrate the change we've made and endured, and strengthen our resolve to better our organization's leadership and Oregon's transportation system.***

to set high expectations in 1991 to make the most positive gains in our work.

With Governor-elect Barbara Roberts and the administration facing the tremendous challenge of Measure 5, the property tax limitation measure, we can count on the next four years being exciting, to say the least. I'm confident we'll weather the changes, though, as Oregon's tax system is cast anew. For some state agencies, though, these times won't be easy.

At ODOT, we also face challenges:

- We are striving to develop a comprehensive approach to transportation, with a vision

encompassing public transit, rail, aviation and highways.

- Oregon is getting an additional 50,000 residents each year, and that can only further strain our transportation system.

- To meet that increased demand, we are seeking the resources needed to continue to maintain and improve Oregon's transportation facilities. That's a difficult charge, particularly as state agencies that are dependent on the

General Fund tighten their belts in the wake of Ballot Measure 5.

As you can see, we have our work cut out for us. We have our goals in front of us, and now comes the hard part of making our intentions a reality.

Those of us on the ODOT Management Team are pushing hard to meet our goals for the upcoming year. By achieving them, we hope to make it easier for each of you to get your job done.

As you establish your 1991 goals, try to think about how your contributions to the department fit within our organization's vision.

Your part—no matter how big or small, wherever you work—counts toward our overall performance and direction, now and in the long run. The whole is greater than the sum of our parts.

## Letters



### Reliant state 'folks'

John Grassman,  
District 3 Manager, Highway Division,  
Salem:

I was driving to Portland with my eight-year-old and six-month-old children when my car had a blowout. I put up my "Need Help—Call Police" sign in my car's back window, turned on my emergency blinker lights, opened the car hood and tried to flag down truckers. All of this was to no avail. I waited for about 25 minutes and also saw two police cars drive by on the southbound highway. Then I saw an orange state of Oregon truck, and I thought, "If anyone is going to stop, it'll be the folks from the state." Sure enough, they did.

Randy Marston and Jim Johnson stopped to assist. Though I would have been thrilled just to have them call a tow truck or the police, they went beyond the call of duty by offering to change my tire. I gratefully accepted, and they changed it faster and more efficiently than I've ever seen. And they did this with a smile, too. Randy and Jim genuinely seemed happy to help.

People always seem eager to complain about state employees. Well, it wasn't folks from the private sector who stopped to offer a hand. And it wasn't because Randy and Jim had nothing better to do. We all have other things to do,

but when we don't help others in need, where are we? Thanks to Jim and Randy for setting a good example.

MARILYN LOWE  
Salem

### Must earn respect

Open letter to all ODOT supervisors and lead people:

At those times when you deem appropriate to chastise a subordinate, ensure that it is indeed called for. And speak harshly of no one without their presence. Beyond that, take care to direct your words to the offender and not another. Be clear and non-belligerent. Whenever possible, do so in private without drawing the attention of anyone not involved.

Especially if you have a bias against a certain individual, chastise with honesty and compassion, showing no favoritism, lest people tag you as untrustworthy and discriminatory. If discipline is called for, be severe enough to ward off further offenses but not so as to alienate subordinates or colleagues. Be known as a fair and compassionate leader, and you will gain the honor and respect of all.

DAVID GARRICK  
Fabrication Shop  
Highway Division  
Salem

### Short of North Powder

Tom Schuft,  
District 13 Manager, Highway Division,  
La Grande:

This fall we experienced car trouble shortly before reaching North Powder, Oregon. Two men from your La Grande office stopped to help us. I can't tell you how much their assistance meant at the time, and how much I appreciate their kindness, courtesy and the short tow into North Powder. Nor did they leave

us there until they knew that we could get the necessary assistance to get under way again.

I hope you will be able to give them a few "good strokes" because they adamantly refused our financial expression of thanks.

ANNA LONNEVIK  
Oklahoma City, Okla.

(Felix "Val" Valenzuela and Cameron "Ron" Doramus of the District 12 Landscape Crew, Pendleton, helped Lonnevik.—Editor)

### Wildlife rescue

Andy Booz,  
Via Editor, ODOT Public Affairs,  
Central Services Division, Salem:

Thank you so much for the November article about my husband, Lee, and our work with birds of prey. Thought you might enjoy hearing about "O'Dottie," the juvenile Great Horned Owl that arrived in late November. Her story is an example of interagency cooperation at its finest.

She was found near the Santiam Pass by state Highway Division personnel, collected by U.S. Forest Service biologists, transported in relays by two Oregon State Police officers, and administered to by a veterinarian and our rehabilitation team. Needless to say, she's exhausted. Beginner predators have great difficulty their first winter. If her convalescence is speedy, she may need to be released at a lower elevation; if not, she'll go back to the Santiam Pass in the spring.

Again, thank you for the article. It has generated positive response statewide.

SUSAN LAFONTAINE  
Oregon Raptor Center, Salem

(A profile published in the November Via reported on the work of Lee LaFontaine, a transportation planner for the Oregon Public Transit Division, as well as his personal involvement in establishing the Oregon Raptor Center with his wife, Susan. The owl O'Dottie has died since the above letter was written.—Editor)

### Worked as teammates

Don Adams, Region 1 Engineer,  
and Kathy Conrad, Public Affairs  
Assistant, Milwaukie:

What a team! Together we put the icing on the cake of a very successful project. In the words of each of our speakers, the Johnson Creek Boulevard interchange holds important meaning for residents and businesses in this area and for all of Clackamas County, the region and state. Many thanks for your efforts, from pre-construction through to the celebration.

It seemed fitting that the cooperative spirit of the many entities that brought the funding and construction of this project to fruition also was apparent in the opening event. I particularly enjoyed working with Janis Collins (Highway Public Affairs Manager, Region 1) and Kathy, and look forward to our next project.

KIT WHITTAKER  
Clackamas County Board  
of Commissioners Public Affairs Office  
Oregon City  
(More letters, Page 6)



### ODOT NEWS

Oregon Transportation Commission  
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John W. Whitty, Vice Chairman  
Cynthia Ford  
David F. Bolender  
Roger Breezley

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### Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 96310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification.

All letters that address issues relevant to ODOT and the Oregon Parks and Recreation Department will be considered.



# Engineer salaries weighed

With the number of graduating civil engineers declining, the Highway Division is faced with a difficult situation: how to remain a competitive employer and retain a higher percentage of graduate engineers, while being fair to existing employees.

"It is a complex issue, partly because there are no clear criteria for fair adjustments," State Highway Engineer Don Forbes said.

How best to confront that dilemma?

To compete for the limited number of engineer graduates, the Highway Division recognized it needs to pay com-

***'While we wanted to recognize and adjust salaries for highly productive staff people, we couldn't define criteria that people would view as fair, especially the individual who didn't get selected but was next in line.'***

**---Don Forbes**

petitive salaries—often higher than traditional starting wages—to new employees who replace retirees and those who have left for other jobs, according to Forbes.

The Highway Division's policy-setting R-Team grappled with that situation, then created a group that "has a major stake in the situation" to address the issue, the ATE Salary Review Committee. Composed of two managers and three represented employees, its members include State Bridge Engineer Tom Lulay, Salem; Assistant Personnel Manager Lynn Todd, Salem; and three associate transportation engineer-series representatives—Roxanne Haberlach, Project Development Branch, Salem; Larry Kretzler, Region 1, Milwaukie; and Mark Wills, Highway Planning, Salem.

The task force's recommendation—which later won R-Team approval—sets annual salary ranges for graduate engineers based on market conditions and average salary offers at Oregon colleges and universities. The actual wage offer would be based on individual abilities, education and job experience, Forbes said.

On the issue of whether to adjust the salaries of current employees working in the associate transportation engineer classification series, the task force provided two alternatives: either make no adjustments, or adjust only a limited number of employees' salaries. The R-Team also elected not to adjust those internal salaries.

Forbes commented: "While we wanted to recognize and adjust salaries for highly productive staff people, we couldn't define criteria that people would view as fair, especially the individual who didn't get selected but was next in line."

The division competes with other public agencies and private firms in recruiting on college campuses. Ten associate transportation engineers in summer 1990 were hired on the fifth step of the ATE salary range—\$27,288 per year—as part of a recruitment and retention effort. Along with two employees who already held positions with the Highway Division, they entered a job rotation program to broaden their highway knowledge and experience.

## Cold and wet



Dave Olmstead, a highway maintenance specialist with the Canyonville highway maintenance section, brushes grit from a sanding truck to caution motorists from driving near snowplows and sanders. Diving temperatures and brisk winds have kept Highway Division crews busy this year, as weather forecasters predict particularly harsh winter weather.

# Measure 5 hits local transit hard

As Ballot Measure 5 goes into effect, Oregon's local public transportation systems could suffer some severe losses.

The property tax limitation measure "affects how much local governments can raise for transit services. That's far and away the largest impact" it will have, said Victor Dodier, program director for the Public Transit Division.

The measure reduces property taxes during five years, beginning July 1, and requires the state's General Fund to replace the revenue that schools lose because of the limits. By the end of the fifth year, taxes are capped at \$5 per \$1,000 of assessed property value for schools, and property taxes for government operations to \$10 per \$1,000 of value.

"Measure 5 doesn't affect all areas of the state equally," Dodier added. Some communities will be unaffected because they fall below the tax limitation for government services, while some will be forced to trim their services budgets because they exceed the limit.

Salem Area Mass Transit District will be greatly affected, he said, as will smaller communities. Ontario, for example, is considering eliminating bus service entirely.

Second comes the effect on the state's General Fund, Dodier said. The Transit Division is unique among ODOT agencies in that it's the only one with General Fund dollars in its budget, he said. Transit has been asked by the Executive Department to cut the General Fund portion of its budget by 10 percent,

or about \$116,000 from an original budget of slightly more than \$1.1 million.

Transit decided to maintain its portion of General Funds used to match federal grants for transit programs. That move will place a larger share of the burden from cuts on other transit programs that use General Fund revenue.

About half of Public Transit's budget usually is devoted to the division's Small City and Rural Program. This General Fund program offers operating

assistance grants to non-urban areas, as a supplement to federal funds.

The division's reduction plan calls for cutting \$61,000 in General Funds that normally would go to the Small City and Rural Program. To offset some of the impact, Transit plans to trim \$20,000 in federal money earmarked for planning studies and transfer it to the Small City and Rural Program. With proposed cuts and transfers, the Small City and Rural Program next biennium totals \$540,726.

## NEWS BRIEFS

### Statewide newsletter addresses career issues

The Central Services Division in November published its first issue of "News You Can Use," a career-related newsletter distributed to all ODOT employees. Published bimonthly, it contains job listings, training opportunities and services provided by Central Services Division work units.

The newsletter was launched in response to a department-wide internal communications survey, which revealed employees consider career development, training and job opportunities as information most needed, according to Lisa Potter, special projects coordinator, ODOT Public Affairs.

### All-Star Award honors Central Services' best

The winter 1990 All-Star Service Award ceremony begins with a potluck luncheon at noon Jan. 25 in the newly remodeled first-floor conference room in the Transportation Building, Salem.

Presentation of the semiannual Central Services Division employee award recognizes permanent division employees for outstanding service.

### Air Fair to attract aviation advocates, pilots

The first Oregon Air Fair, less than a year away, aims to improve aviation safety, and promote aviation education and flying.

The Nov. 15-16 event, to be held at the Oregon Convention Center, Portland, promises workshops, seminars and aviation industry product displays. The air fair is being organized by the Federal Aviation Administration, Aeronautics Division, pilot groups and aviation industry organizations. It will be open to the public as well as pilots.

### Visitors flock to Oregon state parks, set record

The Oregon Parks Department set visitor attendance records during the one-year period ending June 30, 1990.

Park overnight camping increased nearly 5 percent to 2.2 million visits, while day-use attendance increased 1 percent to 38.6 million visits. During the past five years, day-use attendance has increased 12 percent and overnight attendance has risen 25 percent.

## Fewer drivers speed

Fewer drivers are exceeding the 55 mph speed limit. Oregon's compliance with that speed limit improved nearly 4 percent in 1990 compared to 1989.

Overall, 38.5 percent of drivers exceeded the speed limit in Oregon on roads posted at 55 mph for the federal fiscal year that ended Sept. 30. That decrease is the first recorded since 1986.



# Conservation plan limits travel options

(Continued from Page 1)

taking form. Planners are painting worst-case scenarios and devising an ODOT response.

Public Transit Division will play a key role in preparing for fuel shortages by offering technical help to transit system operators, and supporting new and existing rideshare programs. Transit recently completed a statewide transit fleet inventory that identifies strengths and weaknesses in Oregon's transit resources. It also plans to work with the Oregon Department of Education to inventory school bus fleets statewide. School buses could be mobilized by the governor to provide transit services in an emergency.

Highway Division district managers will coordinate communications at the local level, according to the draft report. They would provide information to the public, refer rideshare technical help requests to Transit, and optimize the department's fuel allotments.

As shortages occur, motorists would be encouraged to voluntarily save fuel, although ODOT may implement those voluntary measures before the governor issues a request. Among the key issues are ridesharing, telecommuting and regional fuel use priorities.

Implementing emergency measures requires the governor's declaration. What measures are placed into effect depend on the severity of the fuel shortage, although they might include

reduced speed limits, service station controls, rideshare requirements for large employers and transportation facility closures. Vacant Highway Division property in key locations could be pegged for park-and-ride lots, and a petroleum set-aside program likely would be put in effect, Svadlenak said. Fuel used for snow removal and safety repair of streets and highways would be given first priority.

The final phase of the Energy Emer-

**Fuel used for snow removal and safety repair of streets and highways would be given first priority.**

gency Management Plan—the development of long-term measures—would go into effect if fuel shortages last more than several months. DMV renewal mailings would promote services by mail or telephone to eliminate or cut down on unnecessary trips to DMV offices. DMV offices also would serve as community centers for distributing conservation, rideshare and public transportation information. More DMV Express offices also could be opened at Oregon shopping centers so customers could combine their DMV business with shopping trips.

Other long-term measures suggested in the draft emergency plan include considering adding high-occupancy-vehicle freeway lanes and possibly increasing rideshare and transit development through subsidies and grants. Highway would be faced with emphasizing maintenance and preservation over new construction during a chronic fuel shortage for several reasons: rising energy costs, a lack of fuel for equipment, and a drop in Highway Trust Fund revenue from conservation and reduced economic activity.

## HISTORY

### JANUARY 1981

- Conservation and fuel-efficient cars drained the Highway Fund, while inflation and escalating oil prices drove up construction and maintenance costs. State Highway Engineer Scott Coulter predicted even worse times ahead, and anticipated budget cuts in construction and maintenance programs. Assistant State Highway Engineer Bob Schroeder placed a freeze on new maintenance employee hirings.

- The opening of crab season was delayed for some crabbers in Charleston when the drawbridge at South Slough broke the night before the season opened. The bridge was reopened four days later.

- The Energy Information Office began coordinating a carpool matching program for Transportation Building employees.

### JANUARY 1986

- ODOT managers were directed to rewrite employee position descriptions. Mary Lenz, ODOT's Personnel Branch, said the new forms give supervisors and Personnel a more complete picture of a job in one document than the previous job description format.

- State Highway Engineer Larry Rulien launched an employee recognition program for Highway Division employees called the 3-E Program, that focused employee's attention on the traditional Highway Division values of economy, efficiency and excellence.

- The Weighmaster Unit named Doug Gyllenskog as chief weighmaster. Shirley Gardipee, who was named supervisor of the Eugene district, was selected as first female region supervisor.

## Talbot wins Pugsley honor

Dave Talbot, director of the Oregon State Parks Department, has received the 1990 Pugsley Medal of the American Scenic and Historic Preservation Society.

The national award is given annually to recognize outstanding contributions to the advancement of public parks and recreation. The award was presented at the Parks and Recreation Commission meeting in December.

Talbot was recognized for guiding the agency through severe budget cuts in the early 1980s, for coordinating a citizen committee that wrote a long-range plan for Oregon State Parks in 1988, and for helping establish the agency as a separate department in 1989.



Talbot

## REMEMBERING

**Al Aydelott**, senior lab technician, Materials and Research Section, Highway Division, Salem, died Nov. 25. Aydelott, who was 58, had worked for the Highway Division 35 years.



Hikers eye water cascading down Horsetail Falls from the Historic Columbia River Highway as plans to celebrate the famed roadway's 150th anniversary take shape.

## 'Greatest Boulevard' returns to limelight

The Benson Polytech Band played a rousing march as the Rose Festival Queen scattered rose petals among the crowd gathered at Crown Point. All looked skyward as a flag was unfurled by President Woodrow Wilson, pushing a button in Washington, D. C. Forty-eight gunshots roared through the Columbia River Gorge.

This was one of two ceremonies on June 7, 1916, dedicating the year-old Columbia River Highway.

The formal dedication brought out scores of dignitaries and even motion picture companies and travel writers who made sure Crown Point and "America's Greatest Boulevard" became Oregon's best-known landmarks.

Today, a citizens advisory committee for the historic highway is planning a 75th anniversary celebration to commemorate the highway's dedication. Much of the pomp and circumstance from the 1916 dedication will be repeated, but the crowd is expected to be smaller this year because the highway's condition has deteriorated.

"The planners of the 1916 event wanted lots of people, but we want a manageable number," said Jeanette Kloos, scenic area coordinator for the Highway Division and organizer of this

summer's event. "You can imagine having 1,000 people at Multnomah Falls—that's packed. So we're encouraging people to visit the historic highway after the anniversary celebration, in the summer perhaps. We just want to let people know what a wonderful treasure we've got."

Kloos, along with the anniversary's advisory committee and the Tourism Division, hopes that publicity will help build support for future projects to restore portions of the old highway.

Northwest Strategies, a Portland firm hired to oversee the celebration, will coordinate a number of events along the highway, including an antique car rally, on the weekend of June 15 and 16. Photo contests, a video about the highway by Oregon Public Broadcasting as well as national magazine and television features are all possible vehicles for creating long-term publicity about the highway's assets. Ford Motor Co., which donated \$65,000 for the celebration, may produce some advertisements or publicity materials to coincide with the events.

Kloos (653-3222) is seeking volunteers and assistance in locating some of those involved with the original dedication, or their descendants. Artifacts also will be needed for a traveling historical display.

The Historic Columbia River Highway was completed from Seaside to The Dalles in 1921, when it earned federal designation as U.S. 30.

Total cost of the highway was about \$11 million. The state provided \$7.6 million, the federal Bureau of Public Roads \$1.1 million, and various counties \$2.3 million.



## Parks trims new budget

The Executive Department has approved Oregon State Parks 1991-93 budget cuts amounting to \$1.1 million, or 2 percent of its revenue.

The reduction was requested in response to passage of Ballot Measure 5.

The measure reduces property taxes during five years, beginning July 1, and requires the state's General Fund to replace the revenue that schools lose because of the limits. About 20 percent of the Parks Department's budget is provided by the General Fund, amounting to \$11.7 million for the current biennium.

Because of Ballot Measure 5, agencies were requested to cut General Fund portions of their budgets by 10 percent.

Parks Director Dave Talbot said all staff members participated in the process to determine the reductions. For field operations, managers proposed reductions in the Oregon Youth Conservation Corps, Oregon State Police cadets, MacLaren Boys Crews and services and supplies. Salem office managers recommended reductions in services and supplies primarily. The Oregon Legislature is expected to ask for further General Fund budget cuts, Talbot said.

## Computer tells career options

If you're considering a career change or simply want to explore your job options, you might consider the Career Information System, a computer program that can link a person with state employment opportunities.

The system is available at three locations—the Highway Division's Region 1 office, Milwaukie; the ODOT Career Information Office at Employee Development, Salem; and the Motor Vehicles

### CAREERS - A series

Division's Personnel Office, Salem.

The Career Information System, available until June 1992, is a pilot project designed to help employees explore Oregon occupations and state government occupational, educational and career-related information. It matches a person's skills, experience and interests with a variety of occupations.

The computer program can be used as a first step in career planning. ODOT Career Development Manager Evelyn Minor-Lawrence offers guidance by reviewing a person's self-assessment and employment history, then comparing that information to state job classifications to determine what steps are needed to attain a career goal.

Minor-Lawrence said, "The Career Information System is especially helpful if an employee has been in a job for 10 or 15 years. This computer program can tell that person what he or she is able to do—it paints a picture of what jobs are



Evelyn Minor-Lawrence, ODOT's career development manager, (far left) coaches Cheryl Smith, DMV Personnel (back to camera) on the Career Information System computer program, while Taunie Murray, assistant manager of DMV Personnel, helps Smith.

out there."

The Career Information System also is a source for job-search techniques, resume writing, scholarships and school tuition costs, she said.

Before signing onto the Career Information System, a person first must complete a self-assessment questionnaire. The computer takes that information and matches a person's skills and interests with several occupations. Then the user narrows that list to two or three occupations, and the CIS site coordinator helps matches those choices with a similar occupation within Oregon state government.

For an appointment request form, contact any of the following people: Kelly Bese, 378-6720, ODOT Career Development Office, Salem; Bill Stark or

Carol Cozad, 653-3218, Region 1 Highway Office, Milwaukie; or Taunie Murray, 378-6901, DMV Personnel Office, Salem. Employees who work outside the Portland and Salem area are given preference in scheduling if they planning a trip to the Salem or Milwaukie areas.

In addition to the three ODOT locations, the Computer Information System is available at the Executive Department's Personnel Test Center in Salem, the Vocational Rehabilitation Division in Klamath Falls, the Department of Environmental Quality in Portland, and the Department of General Services in Salem. Many colleges throughout Oregon also provide programs similar to the Career Information System.

## Lanning wins Boardman

Anita Lanning, an executive assistant with the Parks and Recreation Department since 1984, was chosen as the department's 1990 Samuel Boardman Award winner.

A review committee selected Lanning from among seven other nominees. All Parks headquarters staff are eligible for nomination, except support staff, who compete for a separate award.

Lanning was nominated for helping establish the working framework for the Parks Commission, which began meeting in January 1990.

She researched other commissions, created processes for sending information to the commission and planned an upcoming commission retreat.



Lanning

## Finding home in a foreign land

*(Deb Schallert, an operations analyst with the Oregon Parks and Recreation Department, left the states in October 1990 for a one-year employee exchange with the Toyama prefectural government. This is the first of her quarterly reports.—Editor)*

By DEB SCHALLERT  
Oregon State Parks

TOYAMA, Japan—I have been warmly welcomed by my Toyama hosts. Oregon is well-known throughout this area. It's pretty obvious that I am a foreigner here, but when I say I'm from "Oregon-shu" (the state of Oregon), many people have immediately commented on Oregon's beauty and size.

Toyama is compact, about 90 kilometers long and 76 kilometers wide, or about 56 miles by 47 miles. However, Toyama has many of the same geographical features Oregon has. It is directly on the Japan Sea, and receives brisk winds and plentiful moisture this time of year. Toyama's western location and its large peninsula protect it from extreme weather conditions when typhoons approach from the south. A chain of beautiful, high mountains surrounds the prefecture, wearing the season's first snow. And Toyama City is situated on a large plain, extensively used for agriculture. Some days it has been rainy and cool, and we have had clear, warm fall days as well. In other words, I feel right at home.

My host agency, Toyama's Science and International Relations Division, is very enthusiastic about the Oregon/Toyama exchange. They have been supportive of my continuing to take Japanese lessons, at least twice a week throughout March, which is great. Knowing some of the language makes a huge difference in the experience. Despite my amateur Japanese, some of my best communication tools have been the maps, brochures and videotapes produced by the Department of Transportation and the Parks Department, especially the highway maps and atlases. Thank you for providing them, and for making building relationships easier.

There are about 20 of us in this office, the Prefectural Kenchoo, or capitol. The six "bosses" desks are lined up against the wall with windows, with the division heads in the center. It is easy to tell which three of the six are highest-ranking, as they have white cloth covers on the backs of their chairs, and crystal ashtrays. The others have no covers and

tin ashtrays. The rest of our desks are arranged like a giant organizational chart, running at right angles to and away from the windows. I am right in the middle, next to a table that is used for meetings. Since arriving at this office, I have mainly been absorbing orientation materials (written in English), and have been writing, translating and editing letters to Gov.-elect Barbara Roberts and others from Toyama's Gov. Nakaoki.

As interesting as the language and tasks are, I am finding the office environment just as intriguing. People begin to arrive at work about 8 a.m., when a TV mounted on the wall plays the soap opera. The office receives about seven newspapers each day, so most people read the paper until 8:30 a.m., when the TV is turned off by the deputy director and the work day officially begins. The phones are scattered around the room, and each is a separate line, so when someone receives a call, it often comes in on a line on a different desk. So people are often calling out names and running around to pick up a line. Even the six administrators usually have to get up to answer a call. At 3 p.m., "exercise music" that is slightly militaristic in its marching beat is piped through the intercom, and plays for about five minutes. Everyone just keeps on working, while coffee or tea is served. Quitting time is 5:15 p.m., and a few of us leave, but most stay on. The atmosphere relaxes, however, as the TV comes back on (usually sumo wrestling), and dinners are served by bicycle delivery to the office. The kenchoo closes at midnight.

Learning to read and write the first two of the three alphabets used in Japanese also has made living here infinitely easier. Now I at least have a fighting chance of getting on the right bus, and buying the right type of food. You wouldn't believe how much a package of fish paste resembles vanilla pudding. It's also easier to know which buttons do what on a washing machine, VCR or heater. And I can read children's books of Japanese folk tales, which helps increase my reading comprehension and vocabulary, as well as my understanding of the culture.

In the next few months, I plan to see more of the area, and explore some project goals with my agency. The prefecture is working on brochures in English for foreigners, and there is a good chance I will be asked to assist with these. I also plan to settle into several months of serious Japanese study, but it isn't hard to study while sitting on a train bound for a historic town.

As we approach our similar winters, I wish you well for the holidays. In a few months, I'll let you know whether I have learned to cook Japanese food decently and other details of this adventure.

### RETIREMENTS

**Earl Evans**, engineering specialist 2, Highway Division, Portland, retired in December after 10 years of service.

**Glen Haynes**, highway maintenance worker, Highway Division, The Dalles, retired in December after 29 years of service.

**Thomas Moser**, highway maintenance assistant supervisor, Highway Division, Maupin, retired in December after 27 years of service.

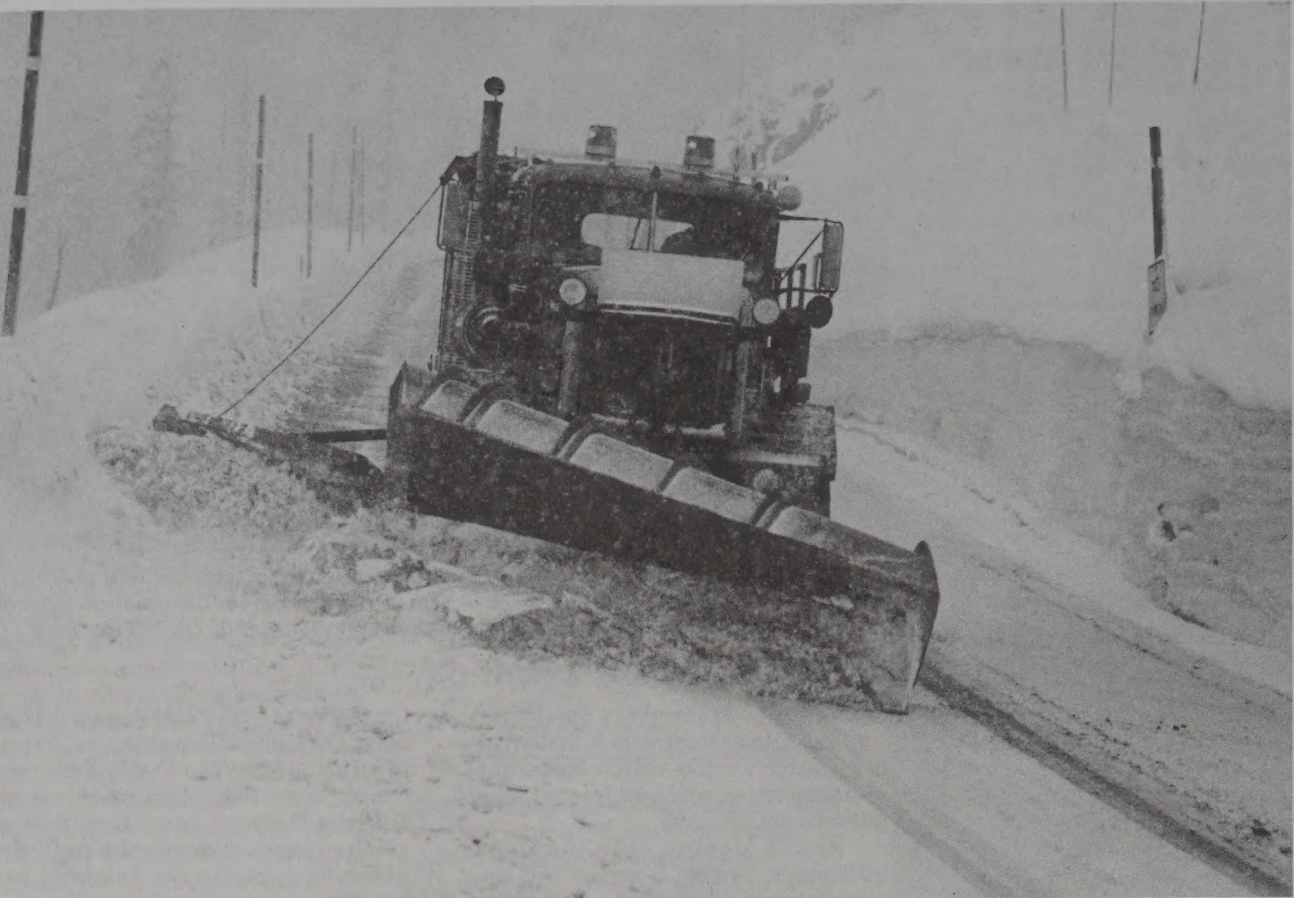
**Gerald Parker**, supervising transportation engineer B, Highway Division, Medford, retired in December after 30 years of service.

**Robert Schalk**, supervising transportation engineer D, Highway Division, Milwaukie, retired in December after 36 years of service.





Storm duty



A snowplow driven by Tim Freeman of the Highway Division's Government Camp maintenance station carves a pathway on the Timberline Highway leading to Timberline Lodge on Mount Hood. Freeman, a highway maintenance specialist, clears the state highway using a wing plow.

Letters

(Continued from Page 2)

Sharing lunch

Don Forbes,  
State Highway Engineer,  
Highway Division, Salem:

I want to thank the Oregon Department of Transportation in general, and a state Highway Division road crew from Union County in particular, for coming to my aid and helping me secure emergency towing service from La Grande.

My car blew its engine approximately 15 miles south of La Grande. After a short 30-minute wait, the road crew from Union County arrived on the scene, called for help, gave me water, and offered me an apple and orange from their lunch boxes. How thankful and relieved I was to have their help. It's nice to know that the state of Oregon provides such a service to the travelers within their great state. Knowing that help is available gives travelers peace of mind. Thanks again.

EDWARD SERVOSS  
Spokane, Wash.

Broken-down Buick

Al Grigsby, Heavy Equipment Mechanic, and Mike Layton, Heavy Equipment Mechanic Trainee, Truck Shop, Highway Division, Salem:

You might recall that you Good Samaritans recently assisted an elderly couple in a broken-down Buick west of Riley. Thanks again for the lift back to Riley.

You might be interested to know the problem turned out to be that the electrical fuel pump inside the gas tank quit. This shut off the ignition, and we coasted to a stop. After a tow job on Monday, a new fuel pump came in the mail Tuesday. On Wednesday morning, we were ready to go.

With people like you fellows looking after our roads and the traveling public, we're in good hands. Our gas tax dollars are well worth it.

THE CHRISTY FAMILY  
(Hometown unavailable)

Shouldered burden

Don Thurston,  
District 11 Manager,  
Oregon State Highway Division,  
Klamath Falls:

Lt. Tichenor, Sgt. Preston and all the members of the Klamath Falls office of the Oregon State Police thank you and the Highway Division for your cooperation and support during the construction and remodeling of our office on Biehn Street.

We appreciate your letting us use the State Highway gas pumps, and realize it put an extra burden on your people to maintain records, as well as other inconveniences during re-fueling.

R.B. MADSEN, Superintendent  
V.M. PRESTON, First Sergeant  
Oregon State Police, Klamath Falls

Special event help

Ed Nielson, Project Manager, and Ken Warrington, Assistant Project Manager, Highway Division, Hermiston:

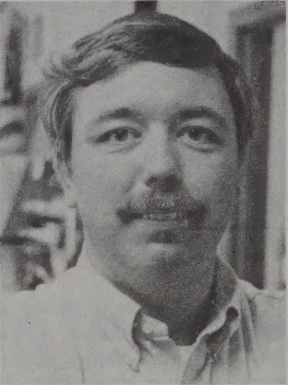
On behalf of the Northwest Chapter of the Oregon-California Trails Association, please accept this note of appreciation for all your help related to our Butter Creek Crossing plaque dedication this fall. Your help, Ed, in preparing the pull-off and your help, Ken, in directing traffic was very much appreciated.

MAURICE BURCHFIELD  
Salem



Motor Vehicles Division

Stephanie Beach, motor vehicle representative 1 to motor vehicle representative 2, Ontario.  
Josefina Cabral, motor vehicle representative 1 to motor vehicle representative 2, Medford.  
John Doan, motor vehicle representative 1 to motor vehicle representative 2, Hermiston.  
Deborah Ellison, supervising accountant 2 to principle executive manager C, Salem.  
Beth Heer, word processing technician 2, Beaverton, to administrative specialist 1, Salem.  
Melva Nelson, office assistant 2 to office specialist 1, Salem.



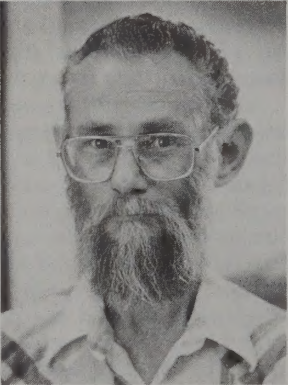
John Doan  
Motor Vehicle  
Representative 2  
Hermiston

Central Services Division

Marie Elefante, administrative specialist 1 to user support analyst 2, Salem.

Highway Division

James Bollman, associate transportation engineer to transportation engineer 1, Waldport.  
Ralph Borchert, engineering specialist 3 to associate transportation engineer, Salem.  
Wayne Cobine, supervising transportation engineer F, Milwaukie, to supervising transportation engineer G, Salem.  
Patrick Creedican, supervising transportation engineer D, Salem, to supervising transportation engineer D (higher level), Bend.  
Ronald Crom, associate transportation engineer to transportation engineer 1, Milwaukie.  
Marcia DeForest, office specialist 1 to office coordinator, Salem.  
Melvin Dunlap, engineering specialist 2 to engineering specialist 3, Roseburg.  
Charles Eaton, transportation engineer 1 to transportation engineer 2, La Grande.  
Hollie Groves, administrative specialist 2 to program technician 1, Salem.  
Monte Grove, transportation engineer 1 to supervising transportation engineer B, La Grande.  
Roxann Haberlach, associate transportation engineer to transportation engineer 1, Salem.  
John Hagedorn, engineering specialist 1 to engineering specialist 2, Salem.  
Lea An Hart-Chambers, engineering specialist 1 to engineering specialist 2, Waldport.  
George Kuforiji, associate transportation engineer 2 to transportation technician 2, Salem.  
Michael Lantz, highway maintenance specialist to weighmaster 2, Ontario.  
Mark Lusby, associate transportation engineer, Portland, to transportation engineer 1, Salem.  
Karen Malmberg, associate transportation engineer to transportation engineer 1, Salem.  
Richard Marsh, engineering specialist 1 to engineering specialist 2, Portland.  
Lily Nguyen, engineering specialist 2 to engineering specialist 3, Salem.  
Roger Olson, supervising transportation engineer B, Bend, to supervising transportation engineer D, Pendleton.  
Russell Olson, engineering specialist 2 to associate transportation engineer, Salem.  
Arthur Redman, engineering specialist 1, Milwaukie, to engineering specialist 2, Portland.  
Arlene Santana, engineering specialist 1 to engineering specialist 2, Salem.  
Rick Shorb, associate transportation engineer, Waldport, to transportation engineer 1, Salem.  
Elaine Smith, environmental program coordinator 2 to program technician 2, Salem.  
Michelle Smith, engineering specialist 2, Portland, to program technician 1, Milwaukie.  
Bill Swanson, associate transportation engineer to transportation engineer 1, Salem.



Melvin Dunlap  
Engineering Specialist 3  
Highway Division  
Roseburg



Lea An Hart-Chambers  
Engineering Specialist 2  
Highway Division  
Waldport



## PROFILE: MARSHA RYAN

# Helping others to help themselves

By ANDY BOOZ  
Managing Editor

Marsha Ryan has a cause—helping others help themselves.

And she has an offering to volunteers and people needing retraining, such as disabled or injured workers. By establishing a community-service employment program for the Motor Vehicles Division, she links with rehabilitation organizations to provide training for injured workers. For example, a Job Skills Training Center located at DMV's northeast Portland field office offers training to injured workers, and provides Motor Vehicles with a pool of qualified job applicants who are dis-

***'I like working with people, and feel great when I'm helping others. This teaching role is where I grow.'***

abled.

The program began with the idea of recruiting retirees to volunteer at DMV. It had been successful in other states, so DMV Administrator Dave Moomaw handed Marsha the challenge of making it happen in Oregon. But it didn't. "After we began the program, I found retired Oregonians to be of a different nature: Either they retired and could afford to do as they pleased, or they retired and needed supplemental income," Marsha says.

So Marsha began looking for volunteers who weren't necessarily retired—and the program took on a new direction. People offered their help—from the American Association of Retired Persons, the federally funded Green Thumb program and other older-worker programs—to work the driver license camera, give driver exams, process car dealer paperwork and answer customer questions.

To reflect the expanded scope of her efforts, the program name was changed to the Community Service Employment Program, which Marsha now manages.

The volunteers perform chores that motor vehicle representatives previously had done, allowing the regular DMV employees more time to serve customers at the counter.

The longest-running component of DMV's community service program involves its four-year-old partnership with multi-handicapped students in the Multnomah Education Service District. Students routinely pick up litter in DMV office parking lots, and do repetitive work, such as stuffing one-half million inserts into Oregon driver manuals and assembling "Welcome to Oregon" packets for new Oregon drivers and



Marsha Ryan, manager of the Community Service Employment Program (foreground), shows trainees Ruby Howell (at keyboard) and De De Ollison how to operate a Motor Vehicles Division computer terminal, while Peggy Green, manager of the Northeast Portland DMV office (far background) lends a hand. The Northeast Portland DMV office houses a Job Skills Training Center, where injured workers and disabled people are trained, providing DMV with a pool of qualified job applicants.

residents.

The students work together in a setting that's similar to a typical workplace, where each member must contribute to the group's common goal. They draw satisfaction as the finished work stacks up. "The Multnomah Service District loves this stuff," Marsha says. "But the students won't benefit from just any work; the kids have to see that they're doing meaningful work that has meaningful results."

Last fall, Marsha received a call from Chemeketa Community College's adult retraining program. Would it be possible, the caller wanted to know, if DMV would provide older community college students an opportunity to work free in exchange for a valuable work experience. So far, one student is contributing her time at the DMV Public Affairs office—and has joined DMV's volunteer ranks.

Another source of free labor has come from Vocational Rehabilitation Division counselors. Consider the injured logger who, after a few weeks' training, volunteered at a DMV office until he qualified—and was hired—to become a motor vehicle representative at

the Astoria office. At least three other injured workers—a school bus driver, auto mechanic and an assembly line worker—have followed the same paths. While DMV provides training for injured workers, the agency doesn't promise them jobs, Marsha says.

All told, volunteers have contributed to DMV more than 15,000 hours of free labor in the past year.

Marsha finds her work infinitely fulfilling: "I like working with people, and feel great when I'm helping others. This teaching role is where I grow."

While growing up in New Orleans—with her mother a high school teacher, her father a public relations consultant—teaching became second-nature for Marsha. She studied biology at Fisk University, and taught in the local school system until she married. Then in the early 1970s, she and her husband, Cecil, moved to upper-state New York, and she taught science in the Albany school system. While there, Marsha also participated in an experimental program offered by General Electric: GE wanted a teacher who wasn't computer-literate to teach computer classes, and Marsha got the assignment.

Her husband, Cecil, a power-generation sales consultant for General Electric, since was transferred to California, then to Oregon, in 1974, when Marsha joined ODOT as its career development analyst, until she went on maternity leave in 1979. Returning four years later, as DMV's training coordinator, she oversaw most of the division's statewide training.

After those travels, they both cherish whatever quality family time they can find. Marsha and her family of five—that includes her two daughters, ages 11 and 17, and seven-year-old son—value their time together. For them, quality time means solving a homework problem, or maybe sinking into the living-room sofa to watch a Portland Trail Blazer basketball game on TV.

At a time when Oregon state government is searching for ways to maximize taxpayer dollars, Marsha's program is popular with Motor Vehicles' decision-makers. She's in direct contact with Moomaw, and is encouraged to take risks to better her program.

"These days, most people at DMV won't worry too much if you bypass someone in the chain of command to get the job done," she says.

Motor Vehicles has changed in other aspects—ways that make her feel welcome, and encourage her to do quality work. Women, for instance, are taking a more active role in the administration than before, she says. "It seems to me that there's more integration of women into decision-making positions."

The Trail Blazer memorabilia, and photos of smiling family members and friends that line her Beaverton office shout encouragement—and fill her work with inspiration, as coordinator of an ever-growing volunteer network. As the day unfolds, the phone rings, fragmenting conversations and placing new demands on her business day. But she rolls with the punches, so to speak.

"This is a great opportunity," she says, eyeing her watch. "You've just got to try your best."

## RETIREES REPORT

**Betty Thresher**, Milton-Freewater, manager, Motor Vehicles Division, retired in June 1987.



Thresher

After retiring, Betty has volunteered her time at the Washington State Police Department as an office worker and at St. Mary's Hospital, where she helps admit patients.

Since her husband, John, retired a year and a half ago, they have traveled the United States. Among their trips

have been a float plane trip to Canada where they fished at Inland Resort, a Minnesota high school class reunion, and a venture southward to their son's wedding in California and to their daughter's home in southern California.

Every now and then, Betty visits the Milton-Freewater DMV office to see her peers. Although she says she enjoys her retirement, she misses her work friends.

**Edward Willman**, Milwaukie, building maintenance worker, Highway Division, retired in December 1989.

Ed, his wife Aldean, brother and

sister-in-law this summer traveled to Victoria, B.C., where they visited and photographed Butchart Gardens and toured several museums. Their plans are to return to Victoria in 1992, when he and Aldean will celebrate their 30th wedding anniversary. Also in their plans is a train trip to Texas.

Ed is volunteering as a safety patrol guard at a Milwaukie elementary school. He also spends five days a week taking care of his two-year-old grandson.

He keeps in touch with his working friends by visiting the Milwaukie office monthly, and he hopes to attend a Highway Retirees luncheon sometime soon.



# CANDID COMMENTS

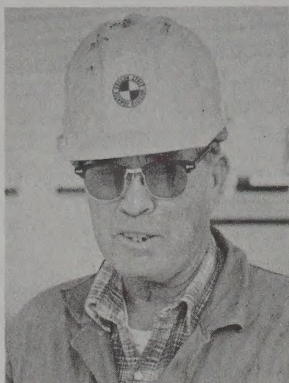
**What transportation-related bill would you like to have introduced to the 1991 Oregon Legislature?**

**Jo Ellen Simon**  
Southwest Region Manager  
Motor Vehicles Division  
Grants Pass



**Jo Ellen Simon**

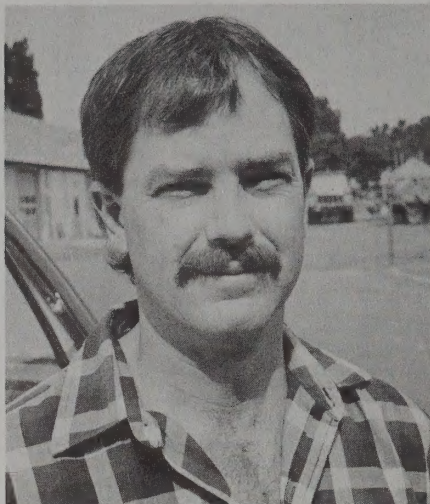
The Legislature should require school children to wear seat belts on buses. It doesn't make sense that kids must buckle up in passenger vehicles, and not on buses.



**Ray Pettyjohn**  
Highway Maintenance Specialist  
Highway Division  
Burns

**Ray Pettyjohn**

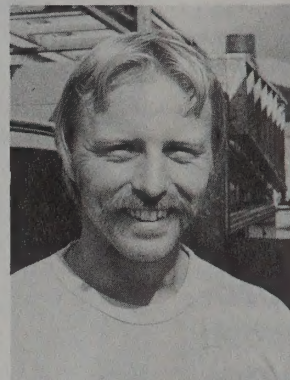
I would like to see truck drivers checked more often for substance abuse. Drug and alcohol abuse is a real problem in the trucking industry because it only takes one abusive driver to cause a very serious accident.



**Jamie Hollenbeak**  
Associate Transportation Engineer  
Highway Division  
Klamath Falls

**Jamie Hollenbeak**

I would like to see us enforce more stringent requirements on the contractor prequalification process. There needs to be a way we can deny the contract to a contractor that has a history of problems. This would benefit the public and the people who have to have to work with the contractor.

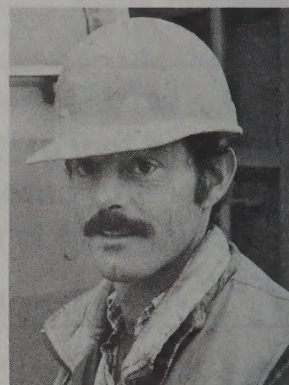


**Gary Lollar**  
Highway Maintenance Specialist  
Highway Division  
Central Point

**Gary Lollar**

I think that people who drive recreation vehicles should have to pass the Commercial Driver License test. Many RVs are just as difficult to maneuver as the big trucks, but anyone with a license can legally drive them. I also think that kids on school buses should be required to buckle up.

**Kris Curtis**  
Highway Maintenance Specialist  
Highway Division  
John Day



**Kris Curtis**

I think we need a mandatory and enforced speed limit through highway maintenance work areas.



**Rosie Briggs**  
Public Service Representative 3  
Motor Vehicles Division  
Salem

**Rosie Briggs**

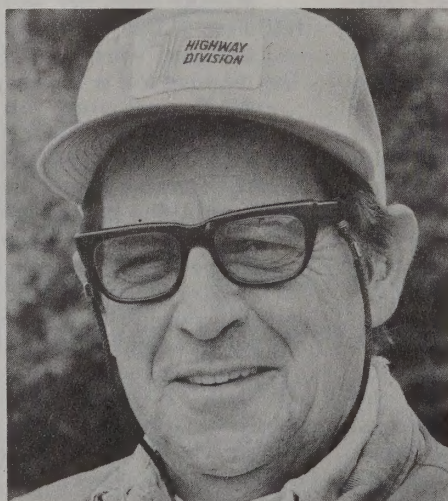
I would like to see proof of insurance required of drivers at the time they title vehicles.



**Darla Norgren**  
Motor Vehicle Representative 3  
Motor Vehicles Division  
Northeast Portland

**Darla Norgren**

The Department of Environmental Quality's vehicle emission standards should be required throughout the state instead of just in certain areas.

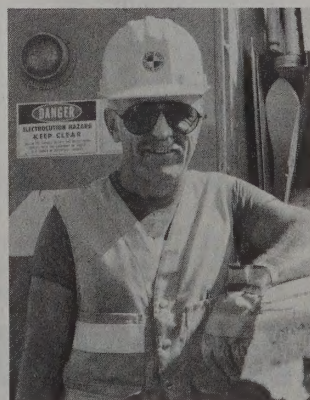


**Cliff Hickel**  
Highway Maintenance Specialist  
Highway Division  
Warrenton

**Cliff Hickel**

I think we need a law that requires people who have been in an accident to be checked out by a doctor before they get back behind the wheel of a car.

**Wayne Bedard**  
Highway Maintenance Worker  
Highway Division Sign Shop  
Pendleton



**Wayne Bedard**

I would like to see the Legislature set aside a certain percentage of all highway dollars that would go toward research and development of alternative fuels for the future.



**Kelly Melcher**  
Special Transportation Fund Analyst  
Public Transit Division  
Salem

**Kelly Melcher**

A bill that would provide a permanent and adequate funding source for Public Transit.